



HABIT-CHANGE

Handbook for Stakeholder Involvement in the CAMP Process

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1. Introduction

The objective of this handbook is to facilitate stakeholder involvement in the CAMP areas (that is: areas that develop a climate-change adapted management plan, CAMP). This handbook provides the key tools to organise the basic steps for an efficient stakeholder involvement in the CAMP process. The term stakeholder in the context of this dialogue does not only refer to persons, groups or organisations that have an influence on the area, but to all affected parties (i.e. land users) in the CAMP process. So, there will be no differentiation between stakeholders and affected land users in this handbook as in other outputs of the HABIT-CHANGE project.

Basic goals of all stakeholder involvement processes in nature conservation under climate change are:

- to identify the range of stakeholders and land users (and those who are estimated to be especially affected by climate change),
- to enhance the knowledge on climate change and land-use related problems,
- to identify and anticipate conflicts,
- to share the existing knowledge and experience with stakeholder participation processes and stakeholder involvement in the investigation areas.

Another objective that is reported in output 3.1.2 is to find out “whether land-use or management techniques have already been modified by stakeholders and land users due to climate change and how these modified techniques may affect the relation between stakeholders, land users and the management authorities of protected areas” (OUTPUT 3.1.2, p. 8). This knowledge was planned to be compiled in an appendix to output 3.1.5 (planned: 3.1.5 A), however, and due to time constraints and on the complex communication process this information will now be part of the CAMPs.

Aiming at the preparation of climate-change adapted management plans (CAMPs), the problems and conflicts in protected areas will be assessed in the management plans and stakeholders will be identified who should participate in the process of elaboration of the CAMPs.

The methods applied to develop this handbook included a literature review with a focus on stakeholder engagement processes in nature protected areas and of literature on public participation. Furthermore, a review of existing stakeholder-dialogue processes in CAMP areas (notably in Biebrza National Park) was done and the results of current stakeholder involvement processes, as well as those of the HABIT-CHANGE workshop on “Stakeholder involvement and awareness raising” held in Triglav National Park, Bled, Slovenia in October 2011, included.

1.1. Context

As output 3.3.2 already reflects, conservation management depends on the social, political and economic context of protected areas and the communities living therein. Adaptation efforts therefore need to consider local conditions. Since land use is one of the most important impacts on habitats, the conservation status of many habitats depends on the type and intensity of land-use

practices like agriculture, forestry or recreation (Output 3.3.2, p. 14). Planned adaptation measures will affect these land-use practices, and their implementation will only be possible with the support of local stakeholders.

Many regions are already experiencing impacts of climate change and local land use is adapted to this as well as to changing social and economic conditions. Assessment and guidance is essential for the effective management of climate-change impacts in order to orientate autonomous adaptation efforts so that they can support planned adaptation efforts in conservation management. Consequentially, there is a need to ensure suitable participatory modalities for the development of CAMPs.

In this context, it is important to notice that the process of stakeholder involvement is going to take place in CAMP areas with **different characteristics**. Investigation areas of the HABIT-CHANGE Project that are starting to prepare a CAMP include different categories of protected areas. Some are designated as Biosphere Reserves while others are National Parks or Nature Parks. These areas have different objectives and tasks but also face different conflicts and are likely to undergo different climate-change related impacts according to their geographic location and habitats present.

Since it is anticipated that management decisions under climate change will have to deal with uncertainties that exist on many different levels (climate-change scenarios, impacts of climate change on protected habitats, effectiveness and efficiency of management strategies and measures), an approach within the concept of **Adaptive Management** (according to Williams 2011) will be needed. Within this approach, stakeholders need to be identified and encouraged to participate in the development of a climate-change adapted management plan for nature protected areas. The process must be implemented to ensure stakeholder input in the design of the adapted management plan, the identification of management objectives and potential management actions. Under this approach it is essential that stakeholder involvement is open and transparent in order to efficiently identify key components of the CAMP and that stakeholder commit to an agreed-upon process. Stakeholder involvement should also facilitate learning and responding processes as part of an iterative planning cycle and should support all phases of the CAMP process, consisting of the 5 basic working steps shown on Figure 1.

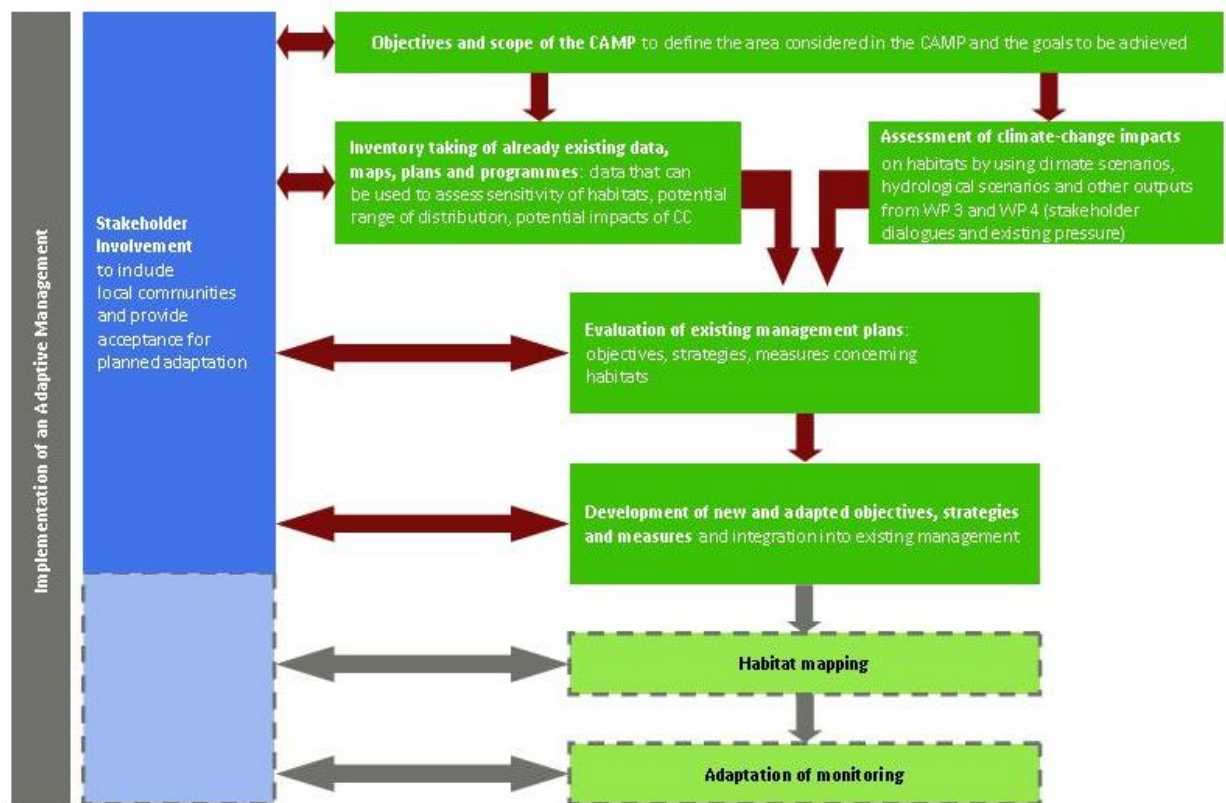


Figure 1: The working steps of a CAMP process

(Source: Output 3.3.2, p. 6)

The **spatial context** of the stakeholder involvement needs to be defined by each protected area individually. All stakeholders that are present within this area and are potentially affected by any decisions taken during the CAMP process should be integrated into the process. This includes also those that do not necessarily live in the vicinity of the area but make use of it at different periods of time (tourism organisations, hunters and fishers associations, etc). NGOs that perform work in the area have to be included as well. Furthermore, nature protection administration in charge of the site’s management at a regional or national level have to be invited to the process as well, since their decisions are likely to affect the management of the site in a direct or indirect way.

1.2. Objectives

The HABIT-CHANGE projects overall objective is to evaluate, enhance and adapt existing management and conservation strategies in protected areas to pro-actively respond on likely influences of climate change as a threat to habitat integrity and diversity. In this context, objectives of the stakeholder involvement process are to enhance awareness on climate change among project partners and different stakeholders in the protected area and to develop management plans with the broad support of involved parties. Public involvement in the CAMP process has the following objectives:

- Enhance awareness on climate change and its impacts and the need for planned adaptation
- Include local knowledge on problems, impacts and planned adaptation by land-users and stakeholders in the CAMP
- Facilitate information exchange among affected parties that might help finding common solutions to climate-change related impacts
- Help identifying, finding and implementing win-win-solutions for land users and nature conservation
- Improve the public support of local adaptation actions
- Achieve a reduction of non-climatic land-use pressures
- Anticipate and manage conflicts
- Build trust in the organisation (protected area management authorities)

Currently there is relatively low stakeholders' and nature conservation managers' awareness on climate change in the protected areas. This may result from the insufficient information basis on possible impacts of climate change in the project regions. Results presented in Output 3.1.2 show that there is a relation between already existing information, programmes and concepts and the level of awareness. "The more information about the impacts of climate change is provided to land users and stakeholders the higher is the awareness" (Output 3.1.2, p. 44). In areas where awareness is high, planning and implementation of adaptation strategies is started.

2. Stakeholder Involvement in the CAMP Process

2.1. Why is Stakeholder Involvement needed?

As the different outputs of the HABIT-CHANGE project already reflect, it is expected that existing problems and conflicts will get worse under climate change in the protected areas because of the expected limitations of water resources, suitable areas for touristic activities or the shortfall of arable land. It is important that land users and stakeholders that are strongly affected by climate change participate in the process of adaptation to get a chance to integrate their interests and needs in the CAMPs. In biodiversity conservation it is recognised that "*most stakeholders need (and wish) to participate early in the management planning process*" (Idle and Bines, 2005).

Effective stakeholder dialogue is a "critical element of good corporate citizenship" (Bendell, 2000). In order to be successful it has to be part of all outputs and outcomes, and it should involve sharing of power. It is helpful to approach different groups of stakeholders and users with customized communication strategies and information concepts, since different target groups need tailored solutions. Farmers, for example, might be interested in different impacts and adaptation requirements than tourism.

It is essential to develop the management plan using dialogue, so it will be “adapted to the local context and thus help stakeholders fulfil their needs and expectations” (Boumrane, 2007, p. 20). As stated in chapter 1.2, it will also have greater legitimacy and be more readily accepted.

Existing examples of starting stakeholder involvement processes in Bucegi Natural Park and Biebrza National Park show that the intensification of stakeholder dialogues is a key aspect in the adaptation to climate change and fundamental for the adaptation of management plans.

2.2. What can be Expected from Stakeholder Involvement in the CAMP Process?

One of the key aspects of stakeholder involvement in the CAMP process is to decide to what degree their involvement is necessary. Goal of the involvement process should be to inform stakeholders and allow them to participate in the decision-making of future management measures, so that an agreed upon solution to problems can be found. Which expectations are put on the process by the nature protection administration, is the key question to be answered before the real involvement starts and goals are set. Dialogue plays a central role in the effort to reconcile conservation and development as well as in “understanding, management and prevention of conflicts” (Boumrane, 2007, p. 3). Opening the dialogue before the CAMP process starts will ensure a maximum level of involvement and help establishing trust between the different participants and the managing authority of the protected area.

The expectations on stakeholder involvement in the CAMP process are to be understood within the context of an “Adaptive Management”. Under this setting, it will first be necessary that stakeholder commitment is ensured for the whole duration of the CAMP process. Therefore, a strong effort must be made to identify and engage the appropriate stakeholders and to make sure that all phases of the “Adaptive Management” process (as described in output 3.3.2) are open, transparent, and accessible to all stakeholders.

Following objectives are expected from the stakeholder process within the CAMP:

- Inclusion of stakeholders in all phases of the CAMP to strive for agreement on scope, objectives, and management alternatives for the adaptive management process
- Encouragement of stakeholder organizations to commit time and energy to the process over an agreed-upon timeframe
- Identification of key stakeholders
- Development of a systematic process that facilitates effective participation
- Establishment of effective communication methods
- Incorporation of the social, economic and/or ecological values of stakeholders to the CAMP
- Participation of stakeholders in the identification of management alternatives and management actions

During the CAMP Process stakeholders involvement will be documented.

2.3. Intensity of Stakeholder Involvement in the CAMP Process

2.3.1. *Forms of Stakeholder Involvement: from Information to Delegation*

There are different forms of stakeholder involvement. Muro (2006b, p.9) differentiates between information, and consultation, which have to be granted to the wider public and active involvement, which should be restricted to the interested parties. The scheme shown in Figure 2, below, reflects the increasing intensity of public participation and can be used in the analysis of public participation.

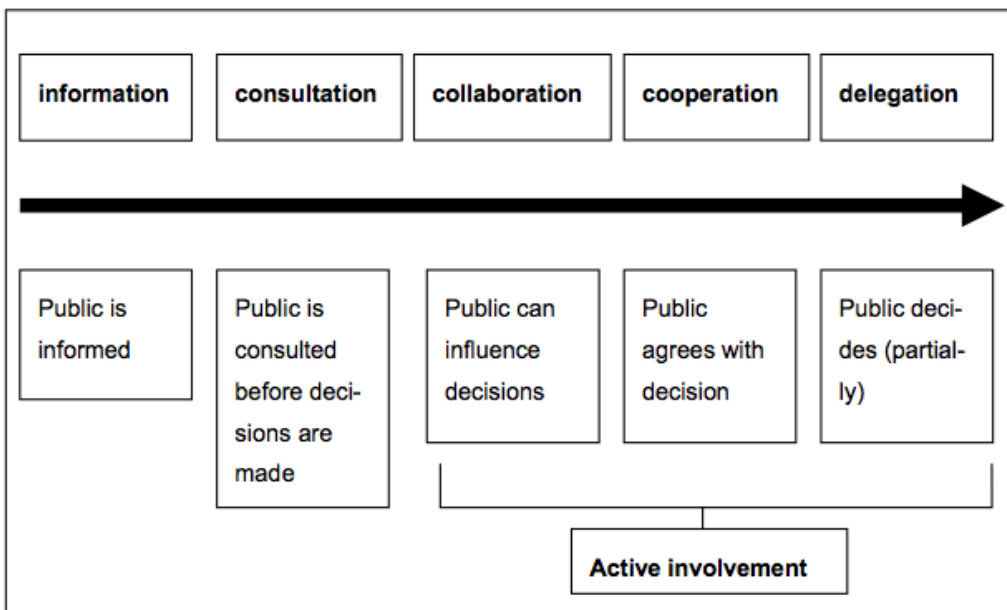


Figure 2: Level of public participation

(Source: Muro et al., 2006a, p. 307)

In the CAMP process, information and consultation should be used for the whole range of stakeholders during the whole timeline, while active involvement is sought under the form of collaboration and cooperation and might be restricted to the most relevant stakeholders (see section 2.4.2).

Information has to be made readily available to the wider public (on a local context) at the very early stages, so that consultation is given place to happen early. Consultation can be defined as the basis for dialogue; i.e. “the gathering of the opinions, knowledge, experience and ideas of the stakeholders” (Boumrane, 2007, p. 14). Consultation can happen in three phases, at the publication of the objectives, time plan, and working programme for the CAMP, at the discussion of the most important climate-change impacts and the proposed management alternatives and at the publication of the draft CAMP. All these steps have to be carefully documented.

2.3.2. *Involvement – When and Whom?*

Active participation should start at the setting of the objectives of the plan and be immediately continued at the phase of data collection. Interest groups can take part in all decisions in a way that

exceeds mere commenting of documents. In order for this to take place, meetings, focus groups and/or workshops have to be organised.

The selection and form of involvement of stakeholders will be discussed in the following chapters, but usually, a broader selection of stakeholders or a total inclusion of the general public is applied on the lower steps (information and consultation) while there is a narrower selection on higher steps for active involvement (collaboration) for those groups with a higher interest in management issues or groups with an organisational status.

2.3.3. *Methods of Stakeholder Involvement*

For the four first levels of participation relevant for the CAMP process shown in Figure 2, Muro (2006a, p. 310) suggests a range of methods, instruments and procedures available suitable to be applied. These are shown in Table 1, below.

| Level of intensity of participation | | | | | |
|---------------------------------------|--|--|---|--|---|
| | Information | Consultation | Collaboration | Cooperation | Delegation |
| Method of public participation | Leaflets, brochures Media (press, radio, internet) Mailings Information centres/(travelling) exhibits Briefings Field trips | Reply forms Opportunities to comment in writing Public hearing / meetings Opinion polls Interviews Focus groups | <i>Small group meetings:</i> Brainstorm sessions Planning cells Working groups Citizen juries <i>Large group meetings:</i> Open space | Local partnership Negotiations at round tables Mediation Stakeholders in governing bodies | Stakeholders in decision-making organisations Stakeholders performing public functions (e.g. monitoring) |

Table 1: Methods of public participation according to level of intensity

(Source: adapted after Muro et al., 2006a, p. 310)

2.3.4. *Requirements for the Stakeholder Involvement Process*

In order to implement effective communication strategies that reach all relevant target groups, it is important to know what their information sources and channels are, and maximise their use, and to use non-technical language.

It should be noted that for a successful stakeholder involvement, this has to be started in the early stages of the planning process, before any substantial decisions have been taken. Furthermore, the process has to be documented, and a register of stakeholders should be kept. A simple table can be prepared to document data and result for every relevant stakeholder (Appendix I).

The implementation of stakeholder involvement in the CAMP process must be “context specific” since “different communities have different levels of knowledge, different social dynamics and different ways of communicating concepts” (OUTPUT 3.3.2, p. 14). Therefore, there will be no general approach to stakeholder involvement applicable in all investigation areas. Involvement can have different degrees:

1. Intensive involvement of all relevant groups in the entire CAMP process, from the agenda setting, definition of objectives, through to the assessments of impacts down to the elaboration of measures.
2. Participation focused on communication, data collection, the refinement of methods, or discussion of objectives.

2.3.5. *Stakeholder Involvement as a Part of the CAMP: Different Working Steps*

Output 3.3.2 identified different steps of the CAMP process, where involvement of stakeholders might be useful:

- Stakeholder involvement in the process of agenda setting. Goals and objectives of the CAMP process should be discussed (topics, area covered, etc).
- Stakeholder involvement in inventory of existing data and data collection. Local knowledge and data can be a valuable source of information. Local impacts of climate change and other non-climate related pressures like land use should be identified.
- Stakeholder involvement in the assessment of climate-change impacts; identification of local climatic trends and discussion about future impacts.
- Stakeholder involvement in the adaptation of strategies and measures; geared towards awareness rising and strengthen public support for planned adaptation. Participation in this phase can help to identify win-win situations and measures easy to implement.

2.3.6. *Current Examples of Stakeholder Involvement in the CAMP Partner Sites*

Current practices in stakeholder dialogue in HABIT-CHANGE partner areas covered in Output 3.1.2 are dominated by face to face contact. Meetings and workshops are also common methods, but not so widely used. The most common form of stakeholder involvement is information. For example, Triglav National Park is developing information tools such as direct mailing, internet sources, exhibitions, info centres, etc. Consultation takes place or is planned in form of interviews and questionnaires (Bucegi Natural Park and Biebrza National Park) or telephone surveys (Triglav National Park). Some CAMP areas (Secovlje Salina Nature Park) report that there is no dialogue because the only stakeholder relevant for decision-making is the Ministry of Environment. Some partners have reported a low level of involvement by the local population. This may either due to low income of the population (Danube Delta Biosphere Reserve) or by anticipation and representation of private interests instead of looking for a common objective (Triglav National Park).

2.4. Identification and Classification of Stakeholders

As a basic step towards efficient stakeholder involvement, all stakeholders and land users have to be identified before starting the process. For this purpose all those defined as individuals, groups, or organisations that have interests in the natural resources of a CAMP area and who can potentially be affected by project activities in form of gain or lost, will be referred hereafter as stakeholders.

Identification of stakeholders has already been started in the project under output 3.1.2 but there is need to make sure that all stakeholders have been identified and that no relevant groups are excluded from the process.

In order to start efficient stakeholder involvement, getting to know them and documenting their perception is important for several reasons, as outlined in Output 3.1.2 (p. 7):

1. The knowledge of potential stakeholders permits their participation in the process of preparing climate change adapted management plans (CAMPs).
2. The knowledge of the stakeholders' interests and their influence gives first indications of land-use interests and conflicts in the area.
3. The interpretation of stakeholder positions allows for inferences from the climate change perception of other protagonists and interested members of the public in the protected area. On the basis of this knowledge future demands on communication and participation in preparing CAMPs can be derived.
4. The experience of stakeholders can help to indicate climate-change induced problems.

As a second step, it will be important to differentiate between stakeholders. Reed (2009, p. 1) suggests a stakeholder analysis typology consisting of methods for:

- “identifying stakeholders;
- differentiating between and categorising stakeholders; and
- investigating relationships between stakeholders.”

2.4.1. *Who are the Target Groups?*

Project partners made an initial identification of relevant stakeholders in the investigation areas under output 3.1.2 (Figure 3). The results show that administration and land users are by far believed to be the most relevant stakeholders. NGOs are less relevant according to these results. Economic interest groups (local tourism initiatives, fishing companies, reed-cutting and management companies, mining companies, commercial harbours, salt production) were only identified as of interest in a few partner sites (OUTPUT 3.1.2, p. 40).

In order to identify the target groups it might be helpful to answer the following questions:

- Which actors are already involved in the CAMP? (area managers, nature protection administration, etc)
- Which actors are affected by the CAMP and may try to influence it either in a negative or in a positive way?
- What differentiation of the target groups is needed aiming to reach the CAMP objectives?

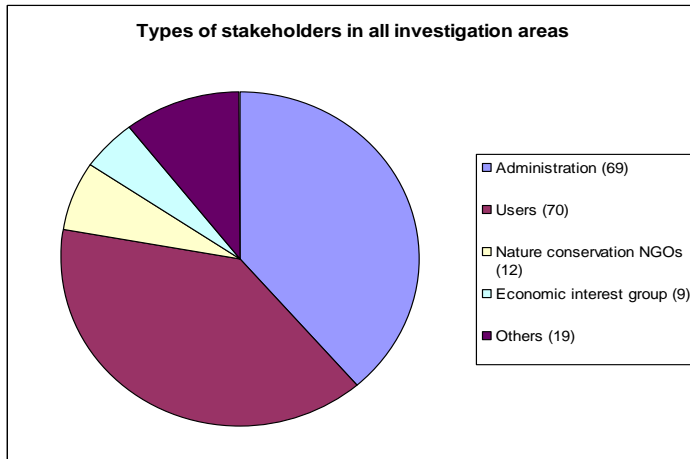


Figure 3: Stakeholders in HABIT-CHANGE investigation areas

(Source: Output 3.1.2, p. 39)

The following list presents potential stakeholders that should participate in the process of adaptation of management plans (adapted after Bouwma 2010):

- Area managers and other persons directly involved with nature conservation tasks
- The agricultural and forest use of protected habitats (essential for the maintenance and management of cultural landscapes and their protected habitats)
- Industry and extraction of raw materials
- Local residents who might be directly affected by the plan
- Fishers and hunters
- Recreational users, bird watchers, etc
- Researchers and scientific organisations
- Regional and municipal authorities
- Ministries, agencies and state institutes (that may grant approval or financial support)
- Regional development associations who may participate in implementation
- Local or national conservation NGOs who develop any activity in the protected area
- Local celebrities, local media, business/trade union leaders, teachers, religious organisations and other groups that can influence opinions for / against the plan

This list is not conclusive and will have to be adapted to each local context but it will help as a starting point to make sure that none of the above is excluded of the process. Identifying people

involved in a project is the first step of a conservation action planning-process, and these people are described as “your most valuable resource” (TNC, 2007, p. 10).

2.4.2. *Proposed Approach for the Identification of Stakeholders*

The identification of stakeholders can be accomplished by different methods found in literature. Some authors (Dougill et al. (2006) and Prell et al. (2008) in Reed et al., 2009, p. 6) propose an iterative process comprising scoping interviews, focus groups, and follow-up interviews to identify the organisations, interventions, or issues under investigation, and hence to identify stakeholders. Other ways to identify stakeholders include the identification by experts or other stakeholders, by self-selection, through written records or census data, through oral or written accounts of major events (identifying the people who were involved), or using a checklist of likely stakeholder categories. The HABIT-CHANGE project partners have mainly used brainstorming sessions among the nature protection administration to identify stakeholders, although some partners have already followed up by sending questionnaires to likely stakeholders to complete their register and gain information on them (Bucegi Natural Park, Biebrza National Park, etc).

In order to identify the target groups, it is suggested that a one-day workshop with the management administration of the protected area and representatives of the local councils as well as representatives of previously identified target groups is held regarding the objectives for the CAMP process. During this meeting the selection of stakeholders that shall participate the process of adaptation should be made. This is believed to be an intensive and quick form to gain knowledge on all relevant stakeholders (Muro et al., 2006b, pp. 18-19). During this workshop, stakeholders will be identified based on previous results, their strengths and weaknesses analysed and their participation intensity selected. If the group performing the stakeholder analysis is larger than 20 persons it is recommended to engage an external moderator who can help “to describe and illustrate the individual steps” (Muro et al., 2006a, p. 320).

During this workshop session, a three step process is recommended to identify and analyse stakeholders.

Step 1: Identification and Classification of Target Groups

Stakeholder identification should follow the recommendations given in section 2.4.1. Once the stakeholders have been identified, it is necessary to classify the target groups. Depending on the aims of the CAMP it might be enough to differentiate between agricultural users, tourists and visitors, local councils, etc. However, it is recommended to perform further analysis and differentiate into different classes of users within a group (intensive or extensive agricultural users, full-time vs. part-time farmers, trekkers vs. sailors, climbers vs. anglers, etc) in order to anticipate conflict potential. Furthermore, Heiland (2008, p. 9) recommends anticipating the acceptance of nature protection among the different stakeholders, so that it can be differentiated among supporters, open-minded, disinterested, sceptics and detractors.

Bucegi Natural Park, for example, has categorised stakeholders into two different categories of users: “those directly interested in the development and operation of touristic facilities (private tour operators, owners of hotels, huts and guesthouses, cable transportation companies, economic agents) and those conscious and responsible for maintaining the biodiversity of the natural park

(municipalities, county councils, environmental agencies, agricultural departments, ministries)” (OUTPUT 3.1.8, p. 23).

Stakeholders can be classified with an “interest – influence” matrix, which displays their attributes and inter-relationships. Reed et al. (2009, pp. 9-10) classifies stakeholders into four groups (Figure 4) based on their importance and influence, which facilitates identifying the level of involvement. **Key players** are the most important stakeholders (usually farmers, nature protection administration, etc) and should be present at any time. **Context setters** (usually local authorities, ministries, agencies and state institutes, local celebrities, local media, officials, business/trade union leaders, etc.) are those stakeholders with much power but little interest in the process, and they should be also always present but in lower numbers/ with less representatives. **Subjects** are those that have much interest but little power (NGOs, scientists, recreational users, affected local residents) and it is recommended that their representatives are present. Finally, **Crowd** (remaining local residents) is defined as those stakeholders that have neither much power nor much interest. This last group could be just informed about the process since interests might change over time. The results of the interest-influence matrix shown in Figure 4 should help assign different categories of stakeholders to different forms of involvement discussed in section 2.2.

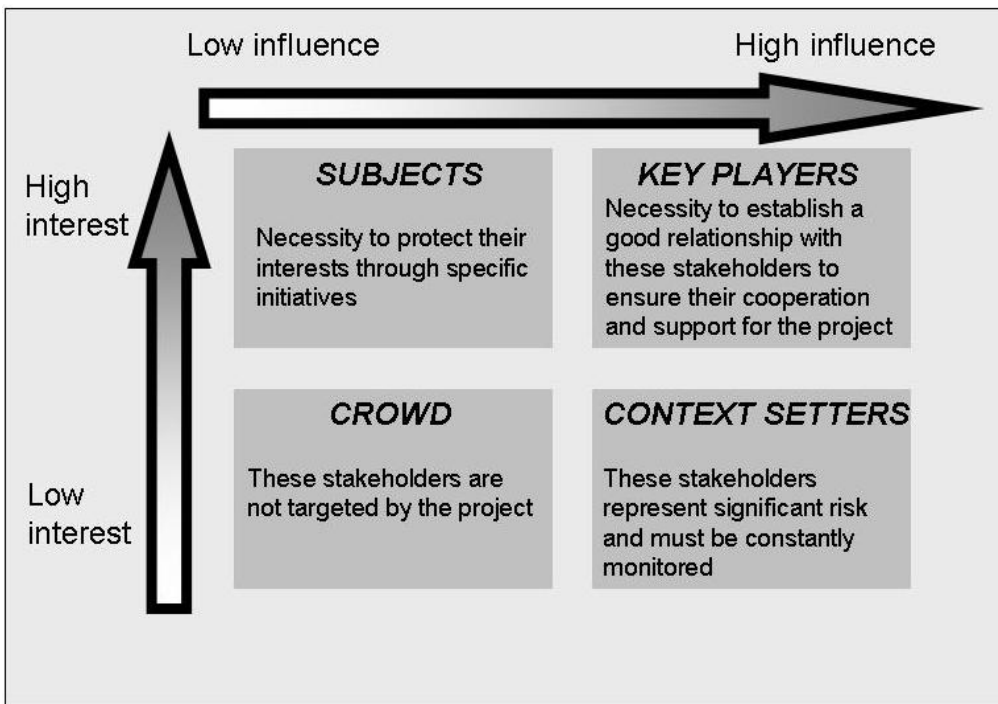


Figure 4: Example of interest-influence matrix

(Source: Modified after Boumrane, 2007, p. 11)

It is important to note that this categorisation should not exclude marginal groups such as those without access to well-established social networks, the socially disadvantaged, and those who are not easily accessible, because for example they live far away from main roads. Inclusivity has been used to empower marginal groups and is the focus of stakeholder analysis in natural resource management projects. “In the absence of stakeholder analysis, there is a danger that particularly powerful and well connected stakeholders can have a greater influence on decision-making outcomes than more marginalised groups.” (Reed et al., 2009, p. 3)

Step 2: Expectations on Target Groups – Scope of Involvement

At this second step it is necessary to decide to what degree the participation of the target groups is necessary in the planning process. This largely depends on what has been already decided and what remains to be done in the CAMP process. This is shown in Table 2, below.

| It has ... | |
|---|--|
| ... already been decided, | ... still to be decided, |
| Nothing (everything is still open) | if and why something needs to be done |
| that something has to be done and why | what needs to be done |
| what needs to be done | who needs to do it |
| what needs to be done and by whom | when and where it needs to be done |
| what needs to be done and when, where and by whom is this to be done | how it needs to be done |
| what needs to be done and when, where, how and by whom is this to be done | nothing (there is no room / need for anyone else's opinions) |

Table 2: Scope of the Participation

(Source: adapted after Heiland, 2005, p. 117)

Once the scope of the participation has been cleared, it will be easier to decide which form of involvement is needed. Possible options include active participation and co-operation on the development and implementation of the CAMP, active support on the implementation of the CAMP, financial or technical support on the development or implementation of the CAMP, information exchange on the process, etc. The choice of any option will depend on what is expected from each group, according to the classification established under step 1.

In general, it should be avoided to enforce the CAMP just from a view of what is good for nature protection, since this is likely to provoke opposition, but to analyse what conditions are necessary to involve stakeholders into the accomplishment of the CAMPs objectives, i.e. how can they be gained for the process and how can they be informed about it. The preparation of a time plan for stakeholder involvement should base on the scope of the involvement for each group. It should be noted that at least 3 stakeholder events have to be held within the CAMP process.

Step 3: Identification of Relevant Characteristics of Target Groups and their Interrelationships

In order to efficiently plan the participation of each group an analysis of the strengths and weaknesses of the different groups has to be conducted. This way it will be possible to identify which groups are relevant for the consecution of a specific goal but who are limited in capacity to participate efficiently in the process. An analysis of interrelationships can help to communicate information or facilitate participation of otherwise marginal groups.

Once the stakeholders have been identified and categorised and inter-relationships established, it is important to select stakeholder's representatives in an appropriate manner. Muro (2006a, p. 114), recommends that representatives of interest groups should be present in the stakeholder involvement process rather than individuals, although this has to be done carefully, so that non-organised interests are not relegated out of the process. The UNESCO (Boumrane, 2007, p. 12) has

published some recommendations to assure that the chosen person is the right one. The spokesman should be representative of its group. The group thus represented must be relatively homogeneous, share a common vision and common principles. Furthermore, the speaker must be internally legitimate within the group he represents but also externally legitimate for the other categories of stakeholders he is dealing with.

3. Organisation of Stakeholder Involvement within the CAMP Process

An important aspect of stakeholder involvement in the CAMP Process is to present information about climate change and its impacts not only as scientific research but oriented to the needs and problems of stakeholders and land users. Information has to be adapted to the target groups and communication channels need to be selected accordingly to reach them. The best way to reach relevant stakeholders and land users is a stakeholder dialogue that opens space for questions and discussions.

Acceptance of the CAMPs and the success of its management measures will require awareness raising measures within the stakeholder dialogues. Without or with low awareness, “relevant users and stakeholders will not be able to denominate adaptation requirements (OUTPUT 3.1.2, p. 44)”. Therefore, it is recommended that **before the real stakeholder involvement starts, an informative meeting should be held with all stakeholders**. Ideas for the preparation of an information event were discussed during the HABIT-CHANGE workshop held in Triglav National Park on 4-5 October 2011 and further details on the organisation of events are given in Section 4.

Stakeholder involvement in the CAMP process will not only have to be adapted to follow its working steps (see **Figure 1**) but also to reflect the working steps of Adaptive Management (see Output 3.3.2). A combination of the two approaches will lead to the definition of stakeholder involvement for the following working steps:

- Setting up objectives and scope of the CAMP
- Inventory taking of existing data
- Assessment of climate-change impacts (Models)
- Evaluation of existing management plans
- Development of new and adapted strategies and measures
- Adaptation of monitoring

The stakeholder involvement process has to be documented already before the process starts, following the steps described under section 2 of this handbook. This should include all stakeholders identified, the objectives of the plan, the degree of involvement (forms of participation), a time plan for stakeholder involvement and the selected communication strategies or channels.

As a central point to make stakeholder involvement successful at each stage of the CAMP Process, it will be necessary to address the interests of the affected stakeholders. Heiland (2008, p. 19) suggests that nature protection projects should, if possible, avoid interfering with interests of the target groups or, even better, back them (win-win situation).

Interests of groups and organisations include acquisition or use of resources, preserving their structure or enhancing their corporate image, among others. If these groups can benefit through nature protection objectives, they are very likely to cooperate. However, if the groups see their interests jeopardised, there is potential for conflicts to arise. Carefully planned decisions in light of these conflicts and with knowledge on the target group will limit the conflict potential. If the interests of the stakeholders are addressed (for example through facilitation of acquisition of EU funding or from existing agro-environmental schemes) they are likely to change their positions and so it will be possible to reach a common solution.

3.1. Setting Objectives and Scope of the CAMP

As a first step, decisions related to the CAMP content, such as the area to be considered in the CAMP or the objectives of the conservation management have to be taken.

The definition and specification of objectives is basically a discussion and decision process. There can be three different levels of stakeholder inclusion:

- a) Discussion within the protected areas administration
- b) Discussion within the nature protection administration including local NGOs and related administration (e.g. forestry) or
- c) Discussion with the wider public (e.g. local land user, politicians)

In the most elaborated form all three steps are included in an iterative process to define CAMP objectives.

The decision should be taken in one or more joint meetings depending on the number and kind of stakeholders present in the process, but can be prepared by sending out questions to relevant decision makers. The questions to be discussed are:

- Which area or part of the protected area should be considered in the CAMP?
- What is the objective of the conservation management for this area/object under changing climate? Which status should this area/object have in the year 2050?
- What is the objective of the land users for this area/object under a changing climate?
- What are driving forces that need to be considered in the CAMP process? Are there for example agricultural subsidies that may lead farmers to change their crops to bio-fuels in order to obtain a higher profit? Are there incentives for developing extractive industries in the area? Or are there incentives to make land users use their lands in a more sustainable way (i.e. EU subsidies)?

It is useful to establish a shared diagnosis before setting up the objectives and scope of the plan. This is crucial since the stakeholders will learn together through mutual understanding. The UNESCO (Boumrane, 2007, p. 14-18) suggests numerous tools that can be used during this phase, either in the context of conference sessions (participatory cartography, modelling), or in the field (transects, visits). The field phases are believed to be essential because they “enable stakeholders to learn and discuss about concrete situations in a non-formal situation and to find out about activities of other stakeholders with whom they are in conflict” (ibid). Just using meetings to communicate information or to foster participation might be counterproductive, since it might bore stakeholders. Dialogue must “be made attractive and creative” (ibid), and field phases will help.

Helpful guidelines to different methods applicable in the context of stakeholder involvement can be found in:

- Macchi 2011: Framework for community-based climate vulnerability and capacity assessment in mountain areas, ICIMOD: Kathmandu, available online at http://books.icimod.org/uploads/tmp/icimod-framework_for_community-based_climate_vulnerability_and_capacity_assessment_in_mountain_areas.pdf.
- CARE international 2009: Climate vulnerability and capacity assessment, Handbook, Care International: Atlanta, available online at http://www.careclimatechange.org/index.php?option=com_content&view=article&id=25&Itemid=33.
- WWF 2009: Climate witness community tool kit, WWF South Pacific: Suva (Fiji), available online at http://wwf.panda.org/about_our_earth/all_publications/?uNewsID=162722.

This shared diagnosis and knowledge exchange will bring stakeholders closer through a shared vision of what can be done and a better knowledge of the existing and future conditions (ecological, social, cultural, etc).

3.2. Inventory Taking of Existing Data

Once the dialogue is started, it will be necessary to incorporate local knowledge of different stakeholders in form of a data collection. Stakeholders may provide information about current land-use practices (How are protected habitats managed or used? Who are land users, what goals do they pursue?), and what they know about conservation goals for the area. Stakeholders know about measures planned and implemented by other land users and stakeholders but also about environmental and land use data, such as climatic parameters or estimated dates for mowing or harvesting.

Stakeholder knowledge can be accomplished through the submission of questionnaires, through personal interviews or during discussion at information events.

A partnership should be established between the administration of the protected area and stakeholders. The aim of such an exchange is a joint learning process and collective construction of a new understanding of reality. Citizens could get involved in the collection of scientific data (air quality, climate data, biodiversity, phenology, etc) and managers and scientists can share their findings.

3.3. Assessment of Climate-Change Impacts

This step does not require much input from most stakeholders, but the participation of scientific institutions is required. Since the results will be of interest for most stakeholders, an information campaign or event will be required to inform everybody about the expected impacts of climate change in the area. This will lead to increased awareness and to the identification of the problem as a common one.

3.4. Evaluation of Existing Management Plans

Although this step does not necessarily require stakeholder input, it might be wise to get external help from planners and scientists as well as NGOs for the evaluation. The process can be conducted using any of the strategies suggested for stakeholder participation shown in Figure 5 **Fehler! Verweisquelle konnte nicht gefunden werden.** However, it is important to keep other stakeholders informed about the results of this evaluation, even if they might show little interest.

3.5. Development of New and Adapted Strategies and Measures

Participation of stakeholders in the development of the management plan can be accomplished through the optimisation of existing mechanisms and by creating forums for dialogue, if not yet existing. One way of encouraging stakeholders to get involved into the process is to “share successful concertation experiences elsewhere (thanks to exchanges, visits ...)” (Boumrane, 2007, p. 24). If the stakeholders experience “that dialogue has made it possible to deal successfully with a conflict or to reach an agreement concerning area and resource management that meets their expectations, they will be more likely to engage in the process” (ibid).

In order to facilitate the participation of stakeholders in the elaboration of the CAMP and in the implementation of its measures, the following is needed:

- Knowledge sharing: information collected since the start of the process needs to be facilitated to all stakeholders. In this context, it is important to adapt the information so that everybody can understand it.
- Education, awareness campaigns and training: Awareness campaigns should enable stakeholders to better understand the impacts of climate change in their environment so that they can understand the importance of adapting management measures.
- Active cooperation of stakeholders: Involves participation in management actions in “exchange for benefits which can be financial, or tied to improved access to natural areas and resources (attribution of property rights, user or access rights) or to the respect for cultural values. This cooperation must lead to mutual benefit” (Boumrane, 2007, p. 33)
- Coordination of the network: The management or coordination structure has to supervise the functioning of the network. It is recommended that a management (or coordination) committee representing the managers of the area acts as a focal point of dialogue, although this can be delegated to an external facilitator.

- Documentation: It should be documented who (which stakeholder) was involved in the discussion and decision-making and which alternatives were discussed.

3.6. Adaptation of Monitoring

Monitoring of the process and of the changes in the environment can be conducted in cooperation with different stakeholders. Again, an exchange of information between protected area administration and stakeholders might prove useful, in order to review the efficiency of measures and to collect data on changes in the environment.

3.7. Summary

A summary of the suggested stakeholder participation forms adequate to the different working steps of the CAMP is presented in Table 3, below. Two previous phases need to be included in the stakeholder involvement process that are not contemplated in the CAMP, the identification and classification of stakeholders (Section 2) and the organisation of an information meeting for stakeholders before the CAMP process is officially started.

Table 3: Working Steps of the CAMP and Stakeholder Involvement

| Working Step of the CAMP | Form of Stakeholder Involvement | Goal | Required Stakeholders |
|--|---|---|--|
| Stakeholder Identification and Classification | Consultation | Identification and classification of all relevant persons, groups and organisations | Site management Local/regional administration |
| Information Activities | Information | Awareness Rising Establishment of a framework for information exchange | All |
| 1 Setting up Objectives and Scope of the CAMP | Collaboration, Consultation and Information | Definition of the objectives of the conservation management and of the objectives of the land users for the area/object under changing climate Definition of spatial context | At least Key players. All stakeholders have to be informed |
| 2 Inventory Taking of Existing Data | Cooperation / Collaboration Information | Data collection Receive local input Optional: habitat mapping | As many stakeholders as possible |
| 3 Assessment of Climate-Change Impacts | Consultation / Collaboration Information | Getting knowledge on impacts of CC on the protected area. Identification of impacts to different users | Researchers, eventually NGOs |
| 4 Evaluation of Existing Management Plans | Consultation Information | Evaluation of existing management plans and measures. Identification of existing cc measures | Site Management Scientists / NGOs |

| Working Step of the CAMP | | Form of Stakeholder Involvement | Goal | Required Stakeholders |
|--------------------------|---|---|--|----------------------------------|
| 5 | Development of new and adapted strategies and measures | Cooperation / Collaboration Consultation Information | Coordination of sectoral and individual adaptation. Increasing social acceptance and public support of CAMP | All |
| 6 | Adaptation of Monitoring | Collaboration Consultation Information | Follow up CAMP process and effects of CC | As many stakeholders as possible |

4. Planning a Stakeholder Event

The HABIT-CHANGE project is tackling a great variety of different drivers, pressures and impacts related to climate change. Consequentially, there is a huge variety of different stakeholders to include in the CAMP process and different types of events can be used for this outreach (e.g. workshops, seminars, field trips, one-to-one discussions). For any of these events five steps are essential for the preparation:

- Setting of Objectives
- Identification of Participants
- Identification of Topics
- Organising the Event
- Follow-up

4.1. Setting of Objectives:

Stakeholder events on climate change are often packed with dense information on complex problems. This may confuse participants and leave them with various questions and concerns. To avoid this overburden any event should be targeted at only one or few related problems. Therefore the objective of the event needs to be defined as precisely as possible. To do this you may ask yourself:

Which problem do I want to tackle with the event and what do I want people to know after the event (“take-home-message”)?

Of course the answer to this question is strongly related to the function of the event in the CAMP process (see forms of stakeholder involvement, above).

4.2. Identification of Participants

To make events effective all relevant stakeholders should be included. The objective of the event will help to identify them. You may ask yourself:

Who are the most important persons to discuss this issue with?

The chapter on identification and classification of stakeholders (see chapter 2.4) will help you to select the participants for the event. Make sure you know your audience. Consider who has authority to make decisions and who does not. Clarify the role of participants in the event (CRED 2009, p. 36).

4.3. Identification of Topics

The objectives of the event might rather be general. Sometimes more than one event might be necessary to address the objective (e.g. due of the size of the area, the complexity of the problem or the need to address different stakeholder groups). Hence, it makes sense to identify topics that need to be discussed in the single event. This could for instance be topics for single presentations or group discussions. To identify these topics you might think of existing local problems or conflicts. How do these conflicts relate to climate change? Will climate change intensify the problem (e.g. water shortage)?

Problems and conflicts will come up anyway. Hence, you should be aware of them and be prepared to manage them. Take the lead by framing the topics and providing solutions (Marega and Uratarič 2011).

Before organising larger events it might be helpful to ask individual stakeholder to identify problems.

4.4. Organising the Event

Now you are ready to set the stage for the event. The identification of objectives and participants will help to find the right kind of format for the event. There is a variety of techniques and formats to use (see also Output 3.3.2). Select the most straightforward technique to reach the objective. Consider the time available, the number of facilitators, their level of experience, the number of participants and the level of potential conflict (Marega and Uratarič 2011). Successful experiences (National Park Biebrza) in other CAMP sites may help you to organise your event. Use your network to get advice!

“When organizing meetings with a diverse group of stakeholders, the most vital thing to remember is to allow ample time for discussion. Anecdotal evidence suggests that breaking large groups into smaller groups can help initiate discussion. [...]

Use group discussion to generate solutions. People may be more willing to acknowledge a problem if they feel there are solutions to dealing with the problem. This can help keep messages positive, encourage optimism, and demonstrate how groups can be a powerful force in tackling the climate change challenges ahead.” (CRED 2009, p. 36)

Also timing and location of the event depends on the identification of participants. When are your stakeholder available (e.g. in the morning for administration, evening for local land users and private persons)?

When picking the venue convenience is the key. Pick a venue as close as possible to your audience. Consider its accessibility (e.g. by public transport etc.). It might also be helpful to “think of ways to integrate your event into a program that’s already organised somewhere e.g. at youth group, church, school or in the workplace.” (CRED 2009, p. 36)

Last but not least, you need to organise the program. Make sure the presentations contribute to the topic. They should refer to the local situation as much as possible. Try to translate scientific data into concrete experience. Can you include local stakeholder in the presentations? Are there people who can report about their problems or solutions in the event? In general, try to involve as many people as possible in the presentations. There is ample scientific knowledge in HABIT-CHANGE. Use it for your event!

4.5. Follow-Up

Stakeholder events are no one-time-efforts and climate change will be an issue for years to come. Hence, you should think about the follow up activities. Tell people how the results will be used. Will there be other events or actions? At least you should provide the material of the event to the participants and document results and decisions taken.

5. Conflict Analysis and Management

Conflicts, as in every planning process, can arise in the development of the CAMP. However, setting up a stakeholder involvement process as described in this handbook will help identifying conflicts before they arise and providing methods for reaching agreements through stakeholder participation in the CAMP process. In case that conflict appears, the proposed approach to deal with it is through mediation, as suggested during the Workshop on “Stakeholder involvement and awareness raising”, held on 5th October 2011 in Bled, Slovenia. Dealing with conflict analysis and management is not the aim of this handbook, but the involvement of stakeholders is one of the main strategies to avoid and solve conflicts.

6. Evaluation of Stakeholder Involvement

The review of stakeholder involvement should be performed regularly in order to maintain the focus on the objectives of the process and to assess whether stakeholder interest is decreasing or whether there will be space for conflicts due to lack of engagement in the process. The periodic review will represent an intense period of dialogue among stakeholders and institutions, highlighting what have been accomplished (especially in terms of awareness and cooperation) and providing an opportunity to discuss future approaches to continue stakeholder involvement.

Evaluation should be performed either by questionnaires or by interviews, which should not only reflect what has been done in terms of stakeholder involvement, but also what needs to be accomplished to effectively mobilize and involve key stakeholders in the further phases of a CAMP.

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8. Appendix I – Register Form for Stakeholders

| | |
|---|---|
| Name of the Organisation and acronym | |
| Department | |
| Contact person (role) | |
| Address | |
| Location | |
| Telephone, Fax | |
| E-mail | |
| Short description of the goals / role of the organisation | |
| Form of the organisation | Administration <input type="checkbox"/> Institution (technical, professional, trade) <input type="checkbox"/> Interest Group <input type="checkbox"/> Private company <input type="checkbox"/> NGO <input type="checkbox"/> Unorganized group <input type="checkbox"/> Other <input type="checkbox"/> |
| Results of the stakeholder analysis | Key player <input type="checkbox"/> Context Setter <input type="checkbox"/> Subject <input type="checkbox"/> Crowd <input type="checkbox"/> For / Against CAMP |
| Form of participation | Information <input type="checkbox"/> Consultation <input type="checkbox"/> Cooperation <input type="checkbox"/> Collaboration <input type="checkbox"/> |
| Results of the participation | 1 st stakeholder event 2 nd stakeholder event 3 rd stakeholder event |